

**SECRET**

## FOREWORD

Two separate but related memoranda are contained in this folder. Memorandum A is a summary of facts relating to the present production of Situation Reports in ORE; Memorandum B surveys the much larger and more difficult problems of ORE production policies and methods and suggests changes that might be made both as to basic policy and editorial procedures.

These memoranda are presented simultaneously because the problem examined in A - namely the lack of executive editorial direction in respect to Situation Reports, and the chaotic condition which results cannot be solved unless the whole problem of intelligence production is examined. Thus in B we have not only a study of the present ORE program but an evaluation of it both as intelligence and as ORE publicity. This examination shows that there are dangers inherent in contemporary ORE policies. Suggestions are therefore made not only as to the present program but as to basic changes that might advantageously be affected.

Above all, emphasis should be placed on the fact that the continuance of present editorial methods in ORE will have a destructive affect not only on the quantity and quality of intelligence produced in ORE, but also upon the morale of the intelligence producing personnel in the geographic branches.

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